

March 24, 1987

Dear Mr. Valentin:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. Freddy Valentin  
Executive Director  
The Republican Party of  
Puerto Rico  
G.P.O. Box 6108  
San Juan, Puerto Rico 00936

HHB/SW/WJB/ptf5  
HHB-2



**Partido Republicano Nacional de Puerto Rico**

G.P.O. Box 6108, San Juan, Puerto Rico 00936

HHB-2

March 10, 1987

Mr. Howard Baker  
Chief of Staff  
The White House  
Washington, D.C. 20500

Dear Mr. Baker:

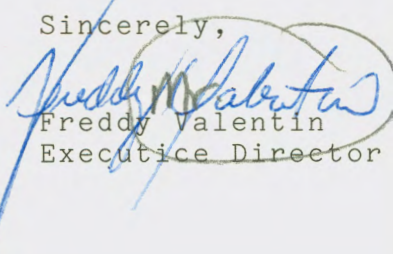
I wish to congratulate you for your recent appointment as Chief of Staff and Assistant to The President.

We are very glad to have a friend of Puerto Rico in such an honorable position.

We know of your leadership and the capacity it takes to continue with the growth and success of the Republican Administration.

Again, congratulations.

Sincerely,

  
Freddy Valentin  
Executive Director

- HB





March 24, 1987

Dear Fred:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. Fred F. Marcum  
Harper's  
120 Gallaher View Road at  
Kingston Pike  
Knoxville, Tennessee 37919

HHB/SW/WJB/ptf5  
HHB-2

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HB-12  
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Jaguar

March 3, 1987

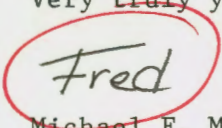
Sen. Howard H. Baker, Jr.  
Chief of Staff  
The White House  
1600 Pennsylvania Ave.  
Washington, D.C. 20050

Dear Senator Baker:

Congratulations on your recent appointment! I know that things are very hectic at the present time, but I wanted to extend good wishes to you in your current endeavor. You should be receiving thanks from Doris, Ernie, Steve, Lonnie, and James Toomey---their television exposure went up dramatically shortly after the announcement of you being selected as Chief of Staff. //

I hope that credibility can now be restored to the Reagan administration, and to the Party. I believe that your leadership will ensure that credibility will return, and that the Administration will emerge as being stronger than ever before. Again I offer my congratulations, and if there is anything that I may be able to do to assist you, please do not hesitate to contact me.

Very truly yours,

Fred

Michael F. Marcum

HB



HH B2

GUILFORD GLAZER  
1901 AVENUE OF THE STARS • CENTURY CITY  
LOS ANGELES, CALIFORNIA 90067  
(213) 277-3511

VIA FEDERAL EXPRESS

March 10, 1987

Dear Howard,

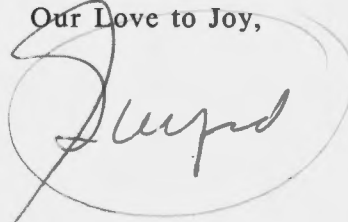
You have caused me an inordinate amount of trouble. Ever since you accepted the Chief of Staff job, my phone has been ringing. Three Jewish groups want separate meetings with you. (I understand why they didn't join together for the hoped-for-meeting. The reason is they are busy fighting with each other.) The real estate and steel people (my occupation as you well know) now feel that they can come through the front door of the White House as long as they carry a social security card and are led by a Tennessean (especially an East Tennessean). I also got a call from a Catholic and a Black group. The Baptists, of course, feel they can go direct! I was waiting for a call from the Melungen Community, but I understand their phone was disconnected. (Are there any Melungens in Washington?)

Howard, I still can't forget that your Grandmother wanted you to run for Sheriff. In all seriousness, I only wish Howard, Sr. and Everett and even Carrol Reese were here to join all of us who burst with pride at the rather incredible and unanimous accolades about you that have poured out of every leader and newspaper in the land. In my entire life I have never seen so many Democrats expressing love and admiration for a Republican!

I certainly share the national love for Howard Baker. I consider that I have been privileged to have been a close friend and supporter of Howard, Sr., and you (and let's not forget Cissy) all these years. I have been amply rewarded by your outstanding performance in your many years in Congress.

Diane and I pray that you will be happy and successful in the White House and that you will make the crushing burden easier on our great President.

Our Love to Joy,



Senator Howard Baker, Jr.  
Chief of Staff  
The White House  
Washington, D.C. 20500

H

P.S. Don't let the B \_\_\_\_\_ S who keep the Iran issue active bother the President. Thinking people know the following:

1. Ronald Reagan stopped inflation. I and other well-to-do can pay the light bill and buy groceries no matter what the cost. However, the minorities and the lower income people who were "killed" by the Carter inflation, should bless Ronald Reagan each night because it is the poor who are hurt the most by run-a-way prices.
2. We have more people employed than ever.
3. The stock market is at an all time high.
4. Interest rates are at a low.
5. Even though the Russians have said several times to Ronald Reagan "If you do this or that, we won't talk.", Ronald Reagan goes ahead and does it and the Russians talk. No President has ever equalled Ronald Reagan in tenacity and effectiveness in dealing with the Russians.
6. Every member of the American Jewish community knows that no President in our history has ever been more dedicated to Israel than Ronald Reagan. This President recognized the importance of Israel's military to the Free World and accordingly Ronald Reagan entered into a strategic cooperative agreement with Israel and has now placed Israel in the position of a legal ally. We are all happy and grateful to Ronald Reagan.
7. Ronald Reagan cut out waste in Government. Doing so required an incredible effort.
8. Ronald Reagan is criticized for delegating. How in the hell could any human run this complex country otherwise? Had he not delegated, he would have been like Jimmy Carter who could not delegate, with the result that not much got done.
9. Ronald Reagan is criticized about Iran and helping the Contras. What is wrong with trying to get to someone other than those nuts in Iran? What is wrong with having a big heart and wanting to get the hostages out? How can anyone complain about helping the Contras? The first thing the Sandinistas did when they took over is smash the Synagogue and beat up on the Jews. Then the Sandinistas brought in the PLO, Cubans and North Koreans. All this is a combination of Hitler and Stalin! Why aren't the pro-Sandinistas and the media talking about these events?



March 24, 1987

Dear Mayor Brakebill:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

The Honorable William R. Brakebill  
Mayor of Athens  
815 North Jackson  
Athens, Tennessee 37303

HHB/SW/WJB/ptf5  
HHB-2



HHB-2

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87 MAR 3 08:37

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00528 2023329817 TDMT WASHINGTON DC 45 03-02 1003A EST

PMS

HONORABLE HOWARD BAKER RPT DLY MGM

WHITE HOUSE

WASHINGTON DC

RESEND 4-004710S061

DEAR SENATOR BAKER, CONGRATULATIONS ON YOUR APPOINTMENT. THE PRESIDENT COULD HAVE DONE NO BETTER. WE ARE PROUD OF YOU AS IS THE COUNTRY. ON BEHALF OF THE CITY'S COUNCIL OF ATHENS MAY GOD BLESS YOU AND YOUR FAMILY AS YOU BEGIN THIS MOST IMPORTANT ENDEAVOR.

WILLIAM R BRAKEBILL MAYOR ATHENS TENNESSEE

815 NORTH JACKSON

ATHENS TN 37303

Honorable  
-HB

0546 EST

0809 EST

0838 EST



March 24, 1987

Dear Mr. Tootelian:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. George Tootelian  
Gould Electronics  
10 Gould Center  
Rolling Meadows, Illinois 60008

HHB/SW/WJB/ptf5  
HHB-2



HHB-2

March 3, 1987

Honorable Howard H. Baker  
The Chief of Staff  
The White House  
Washington, DC 20500

Dear Senator Baker:

Congratulations! I know you will be an invaluable asset to President Reagan.

We agree with the Christian Science Monitor's editorial: "...the American system is built on the very qualities that best describe Howard Baker's approach--consensus, advice and consent, due process, representation of the people. Howard Baker's personal sacrifice in taking this position at a moment of great national need is very good for the country."

I hope and pray your busy schedule will not preclude you from attending the time trials and race at Indy this year. We stand ready to serve you, in any capacity.

Very truly yours,

*George Tootelian*  
Mr.  
George Tootelian

HB



March 24, 1987

Dear Mrs. Rainwater:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mrs. Jeral D. Rainwater  
Member for Wyoming  
Republican National Committee  
1303 Mary Court  
Gillette, Wyoming 82716

HHB/SW/WJB/ptf5  
HHB-2

105  
HAB-2



**Republican  
National  
Committee**

Marjorie Rainwater (Mrs. Jeral D.)  
Member for Wyoming  
1303 Mary Court  
Gillette, Wyoming 82716  
(307) 682-8130

*February 27, 1987*

*Dear Senator Baker,*

*Thank you!*

*Sincerely,*  
*Marjorie Rainwater*

*HB*



March 24, 1987

Dear Mr. Hamilton:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. Tom Hamilton  
President  
Tennessee Chapter of National  
Association of Postmasters  
Post Office Box 51  
Lawrenceburg, Tennessee 38464-0051

HHB/SW/WJB/ptf5  
HHB-2



TENNESSEE CHAPTER OF NAPUS  
PO BOX 51  
LAWRENCEBURG TN 38464-0051

Western  
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HONORABLE HOWARD BAKER, CHIEF OF STAFF FOR  
THE PRESIDENT  
WHITE HOUSE  
WASHINGTON DC 20500

HHB-2  
DEAR SENATOR BAKER:

CONGRATULATIONS ON YOUR APPOINTMENT AS CHIEF OF STAFF FOR THE  
PRESIDENT.

THE TENNESSEE CHAPTER NATIONAL ASSOCIATION OF POSTMASTERS IS PROUD OF  
YOUR APPOINTMENT TO THE MOST IMPORTANT LEADERSHIP POST, NEXT TO THE  
PRESIDENT OF THE UNITED STATES, -- ALSO, WE ARE PROUD AS FELLOW  
TENNESSEANS.

SINCERELY,  
TENNESSEE CHAPTER NATIONAL ASSOCIATION OF POSTMASTERS  
TOM HAMILTON, PRESIDENT  
W. L. WRIGHT, SECRETARY TREASURER

14:35 EST

MGMCMP

HB



March 24, 1987

Dear Mr. Sugawa:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. T. Sugawa  
Senior Executive Director  
Sharp Corporation  
Osaka  
Japan

HHB/SW/WJB/ptf5  
HHB-2



HHB-2

OSAKA 289/269 2 2002 PAGE 1/50

87 MAR 2 A8:23

THE HONORABLE HOWARD H. BAKER  
CHIEF OF STAFF TO THE PRESIDENT  
EXECUTIVE OFFICE  
THE WHITE HOUSE  
1600 PENNSYLVANIA AVENUE  
WASHINGTONDC(20500)

MAR.2,1987

OSKAB-101

DEAR MR.BAKER

I WOULD LIKE TO EXPRESS MY HEARTFELT CONGRATULATIONS ON YOUR

APPOINTMENT TO THE CHIEF OF STAFF TO THE PRESIDENT.  
HAVING RETURNED FROM YOUR COUNTRY TO JAPAN

COL 1600 WASHINGTONDC(20500) MAR.2,1987 OSKAB-101

BAB195 THE HONORABLE HOWARD H. PAGE 2/50

FOUR YEARS AGO, I AM NOW  
WORKING AT SHARP CORPORATION'S HEADQUARTERS IN OSAKA.  
DURING MY TENURE AS PRESIDENT OF SHARP U.S.A., I WAS EXTREMELY  
HONORED TO HAVE OPPORTUNITIES TO MEET YOU ONCE IN MEMPHIS AND THREE  
TIMES IN WASHINGTON D.C. IT IS MY PLEASURE TO INFORM YOU THAT



SHARP'S BUSINESS

BAB195 THE HONORABLE HOWARD H. PAGE 3/50

ACTIVITIES IN THE U.S., INCLUDING THE MANUFACTURING  
OPERATION IN MEMPHIS PLANT AND THE RESEARCH AND DEVELOPMENT VENTURES  
OF SEMICONDUCTORS IN THE WEST COAST, ARE SHOWING STEADY PROGRESS

THANKS TO YOUR KIND SUPPORT AND GUIDANCE.  
I AM ALSO HAPPY TO REPORT TO YOU THAT OUR IMPORT BUSINESS FROM U.S.A.  
WHICH INCLUDES

BAB195 THE HONORABLE HOWARD H. PAGE 4/50

U.S.-MADE SEMICONDUCTORS, IS SHOWING A STEADY GROWTH,  
TOO. I TREASURE THE FOND MEMORIES OF THE GREAT LAND AND KIND AND  
WARM-HEARTED PEOPLE OF THE UNITED STATES.  
ALTHOUGH WE ARE FACING SEVERE AND DIFFICULT SITUATIONS OF  
INTERNATIONAL POLITICS AND ECONOMY, I AM SURE THAT YOUR STRONG  
LEADERSHIP AND EXCEPTIONAL ABILITY WILL



BAB195 THE HONORABLE HOWARD H. PAGE 5/50

MAKE A GREAT CONTRIBUTION TO

THE ECONOMIC PROGRESS AND FURTHER PEACE OF THE WORLD.

WHENEVER YOU HAVE AN OPPORTUNITY TO VISIT JAPAN, AND IF AT ALL  
POSSIBLE OUT OF YOUR BUSY SCHEDULE, I WOULD HIGHLY APPRECIATE IT IF  
YOU WOULD CALL ON SHARP AND SEE US, YOUR OLD FRIENDS IN

BAB195 THE HONORABLE HOWARD H. LAGE 6/19

OSAKA.

WISHING YOU EVERY SUCCESS IN YOUR NEW IMPORTANT ASSIGNMENT,

*Mr.*  
T. SUGAWA

SENIOR EXECUTIVE DIRECTOR

SHARP CORPORATION, OSAKA, JAPAN

LABOMETOSAKA

*no record*

NNN

0756 EST

*HB*

0802 EST

0821 EST



March 24, 1987

Dear Ron:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

The Honorable Ronald H. Walker  
Managing Director  
Korn/Ferry International  
Presidential Plaza  
900 19th Street, N.W.  
Washington, D.C. 20006

HHB/SW/WJB/ptf5  
HHB-2

KORN/FERRY INTERNATIONAL

Ronald H. Walker  
Managing Director

Presidential Plaza  
900 19th Street, N.W.  
Washington, D.C. 20006  
(202) 822-9444

HHB-2.

3/1/87

Dear Senator Baker,

Can't tell you how  
pleased so many of us  
to have someone like you  
there to help the President.

I wish you so much  
success and if I can be  
of any assistance - I am  
as close as a phone call.

With warm regards -

R. Walker

HHB

Joined with  
Advance Office  
The Hon?



March 24, 1987

Dear Ben:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. Benjamin L. Hooks  
Chief Executive Officer  
NAACP  
Suite 820  
1025 Vermont Avenue, N.W.  
Washington, D.C. 20005

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HHB-2



NAACP  
1025 VERMONT AVE NW #820  
WASHINGTON DC 20005 05AM

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THE HONORABLE HOWARD BAKER  
THE WHITE HOUSE  
1600 PENNSYLVANIA AVENUE, N.W.  
WASHINGTON, D.C. 20006

*HHS-2.*

CONGRATULATIONS ON YOUR NEW CHALLENGE. I WISH YOU GOD'S SPEED.

BENJAMIN L. HOOKS  
CHIEF EXECUTIVE OFFICER  
NAACP

01093

16130 EST

MGMCOMP

*Sup. ?*

*H*



March 24, 1987

Dear Barry:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. Barry Meyer  
Office of the Senior Vice-President  
Government Relations & Associate  
General Counsel  
The Aluminum Association, Inc.  
900 19th Street, N.W.  
Washington, D.C. 20006

HHB/SW/WJB/ptf5  
HHB-2

# the Aluminum Association

Incorporated 900 19th Street, N.W.  
818 Connecticut Avenue, N.W.  
Washington, D.C. 20006 (202) 862-5100

Office of the Senior Vice-President  
Government Relations &  
Associate General Counsel



H4B-2

March 5, 1987

The Honorable  
Howard Baker  
Chief of Staff and  
Assistant to the President  
The White House  
Washington, D.C. 20500

Dear Senator Baker:

It is comforting to know that someone who cares as deeply about the integrity of the processes of government as you is now in a position once again to make the system work. I know you will get good results - and when it is all over and successfully concluded - you can always appoint yourself as White House photographer.

With all good wishes I am

Sincerely,

  
Barry Meyer

MBM/bla

HB



March 24, 1987

Dear Mr. Rodriguez:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. Ben Rodriguez  
Member of the Board of  
Directors  
Veterans in Community Service  
8644 Norwalk Boulevard  
Whittier, California 90606-3402

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HHB-2



8644 Norwalk Blvd.  
Whittier, CA 90606-3402  
(213) 699-8379  
(213) 695-9040

Mr. Howard Baker  
Chief-Of-Staff  
White House  
Washington, D.C.

HHB-2

## Board of Directors

**CHAIRMAN**  
Larry Amaya

**SECRETARY**  
Ramon Diaz

**MEMBERS:**  
Ray Perez  
Fred Rodriguez  
Rudy Escalante  
Sylvia Singh Mann

**EXECUTIVE DIRECTOR:**  
Ben Rodriguez

March 12, 1987

Dear Chief-of-Staff:

Congratulations on your appointment as Chief-Of-Staff for the President. We applaud the President on his wisdom in finding the perfect individual that can bring respect and leadership in the worst of circumstances. We join a grateful nation in applauding your appointment. The dignity of the office of Chief-of-Staff is again restored.

Your appointment is a triumph for the values of loyalty, self-sacrifice and friendship. You've demonstrated these qualities at their zenith. Your giving up your personal quest for the Presidency in order to assist an embattled President is to be lauded.

We have observed your rise to national prominence over the years and know that you will do an outstanding job. Having observed you over the past decade, we realize that at long last there is sensitivity and objective direction at the helm of government. Your Captain, our President, is assured of sailing a flawless course that can only result in the renewed triumph of his Presidency. We applaud the President's decision and look forward to a better government, by the people, for the people, and with the people.

We have noted that your willingness to listen, analyzed, and provide solutions to problems is outstanding. Once you have settled down and begun to take on your great task, the Hispanic community is there to provide input on specific, as well as general issues. Our growth as a community is ever developing, expanding, and often changing.

You have the fortune to already have at your fingertips the eloquence, knowledge, and Hispanic network of a loyal, seasoned servant of the President. Mr. Rudy Becerra, Special Assistant to the President for Public Liaison. You will no doubt, find him invaluable for his vast array of skills, knowledge, and wisdom.

Again, Congratulations, and we look forward to your skilled navigation in a tumultuous sea on behalf of our President.

Sincerely,

*Ben Rodriguez*  
Ben Rodriguez



March 24, 1987

Dear Mr. Chairman:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

The Honorable E "Kika" de la Garza  
Chairman  
Committee on Agriculture  
House of Representatives  
Washington, D.C. 20515

HHB/SW/WJB/ptf5  
HHB-2

Bill

3/23/87

Standard WH usage  
is Congressman \_\_\_\_\_ or  
Mr. \_\_\_\_\_ (per Will  
Ball's office) or in this case  
Mr. Chairman - if Baker's

office uses Representative,  
please let us know  
what their preference  
is. Thanks  
Pat Thomas





United States House of Representatives

Committee on Agriculture

Washington, D. C. 20515

March 87

HHB-2

E (Kika) de la Garga  
Chairman

Dear Senator -

all your friends wish you  
well in your new endeavors.

With your usual cool head  
and easy manner, I know  
you will have the place  
back in order in no time -

The nation will benefit  
once again from your dedicated  
work -

your friend

Kika de la Garga

Rep.

HB

March 24, 1987

Dear Lyn and Bud:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Mr. and Mrs. Harvey M. Meyerhoff  
25 South Charles Street  
Baltimore, Maryland 21201

HHB/SW/WJB/ptf5  
HHB-2



HARVEY M. MEYERHOFF

25 SOUTH CHARLES STREET

BALTIMORE, MARYLAND 21201

March 3, 1987

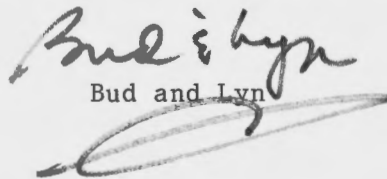
Dear Howard:

Enjoy! Lyn and I join with other Americans in saluting you to have undertaken this challenging and most meaningful task. It's what we always expect from Howard Baker leadership. Our respect and friendship go back many years. Only the respect can grow more.

Enclosed is the editorial that was in the Sunpapers which is, like the Sunpapers, extremely well written.

We both salute you as well as Jim Cannon.

Warmly,

  
Bud and Lyn

Enclosure

Mr. Howard Baker  
The White House  
Washington, D. C. 20500

# THE



# SUN

FEBRUARY 28, 1987

BALTIMORE, MARYLAND

J.R.L. STERNE, Editorial Page Editor

• REG MURPHY, Publisher

• JAMES I. HOUCK, Managing Editor

## Howard Baker to the Rescue .

Former Sen. Howard H. Baker's willingness to take on the onerous job of chief of staff in the Reagan White House will provide some of the instant credibility the rattled administration sorely needs. One name after the other floated to the surface, but in the end President Reagan got the best of the lot. He is very, very lucky.

For connoisseurs of political irony, the Baker selection is a choice event indeed. As Senate minority leader in the Carter era, the Tennessee Republican became a target for Reaganites after he threw his vital support to the Panama Canal Treaty. Mr. Reagan, then a longshot presidential prospect, launched a campaign against the Panama "giveaway" that opened reservoirs of rightwing money to him. The whole affair killed Mr. Baker's chances for the presidency and helped propel Mr. Reagan into the White House. Once in office, he discovered that the existence of the treaty perhaps saved him from a Latin American crisis that would have made the much-trumpeted Nicaraguan threat look like peanuts.

The chaos in the White House described in the Tower Commission report and directly ascribed to the current chief of staff, Donald T. Regan, was starkly underlined in the scramble to find his successor. Though the critical findings of the panel had been anticipated, their disclosure found President Reagan still searching for a top aide and a game plan to rehabilitate his administration.

When a president is on a roll, as was Mr. Reagan in his first six years, power gravitates to 1600 Pennsylvania Avenue. Members of his team take on an aura of success that feeds success. Washington is a fickle town, however. And once it glimpses a president in decline, it mercilessly looks for weaknesses to exploit.

For this reason, Mr. Reagan is now at the most critical passage of his presidency. Nothing can stop congressional and judicial investigations of the manifest irregularities in the covert sale of arms to Iran and the diversion of public funds to help the contra rebels. Nothing will prevent politicians from maneuvering to use this crisis to personal advantage. Yet the government must continue to function, at home and abroad.

This is why the selection of a chief of staff as experienced, respected, moderate and sound in judgment as Howard Baker is a tonic not only for the president but for the country. At great personal sacrifice the Tennessean is taking on a burden some of Mr. Reagan's supposed friends declined. If his performance can rescue an administration threatened with failure and disgrace, it may even give a new lift to a Baker bid for the presidency that had seemed moribund. That would be a political turnaround for the record books. Since it can be argued that Senator Baker "made" Mr. Reagan president, it would complete the circle if the compliment were returned.



March 24, 1987

Dear Ms. Ray:

Thank you for your recent note concerning my appointment as White House Chief of Staff. I appreciate your support and confidence, and I look forward to working with President Reagan to complete the agenda he began in his election in 1980.

With my best wishes,

Sincerely,

Howard H. Baker, Jr.  
Chief of Staff to the President

Ms. Charlotte Ray  
Purchasing Manager  
Compaq Computer Corporation  
20555 FM 149  
Houston, Texas 77070

HHB/SW/WJB/ptf5  
HHB-2

February 28, 1987

HHB 2

ach

Mr. Howard Baker  
White House Chief of Staff  
Special Assistant to President Reagan  
530 South Gay Street  
Knoxville, TN 37916

Dear Mr. Baker:

Right Answer! The Houston Post Editors agree, and I'm sure the rest of the country does too! You are greatly admired.

I would like to help, so if you will permit me, I will share my thoughts on what needs to be done.

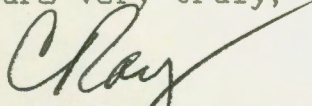
Enclosed is a list of "Effective Team Member Skills" to help identify the team members you will need to do what needs to be done.

My advice is, don't let feuds develop. Enclosed are some suggested "team fighting rules." Ask the team to agree on these.

Incidentally, when I phoned your office this morning to get your address, the young lady who answered was very helpful and represented you well. I'm sorry I didn't get her name.

Mr. Baker, you've made it an honor to be from Tennessee. Let me know if I can be of any further help.

Yours very truly,



Charlotte Ray  
formerly with Cameron, Downing & Associates in Knoxville

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# Editorial / Opinion

ENTERTAINMENT  
Pages 5-10p

## The Baker choice

President Reagan deserves credit for his selection of Howard Baker as the new White House chief of staff and for moving quickly to replace Baker's predecessor, Donald Regan.

Pressure had been building for Regan to go, even before the Tower commission report Thursday blamed him for the "chaos that descended on the White House" when the Iran-Contra scandal broke. But his departure Friday was apparently hastened by a widely publicized feud with first lady Nancy Reagan. He reportedly had not planned to resign until next week.

Baker will bring to the White House post attributes the president badly needs to repair the damage inflicted by the scandal over the arms sales to Iran and funds diversion to Nicaraguan Contra rebels. A veteran senator from Tennessee and Senate Republican leader from 1977 until he retired in 1984, Baker has a knowledge of politics and Congress that Regan did not.

Baker is widely liked and respected by Democrats and Republicans alike. He should be a valuable asset to the White House in its relations with Capitol Hill. And as a member of the Senate committee that investigated the Watergate scandal in the Nixon administration, he has a special appreciation of the problems facing an embattled presidency.

When he accepted his new job, the 61-year-old Tennessean gave up plans to seek the Republican presidential nomination in 1988. Though he had not announced, he left the Senate to devote more time to preparing his campaign.

Baker gained national prominence during the Watergate investigation by repeatedly asking, "What did the president know and when did he know it?" In putting aside his own presidential ambitions to serve another president under fire, he has demonstrated a commendable spirit of selflessness that was not evident in his predecessor.

By all odds, President Reagan made a first-rate choice.





cc: CM's / PM's

EXHIBIT 3-1 PROFILE OF AN EFFECTIVE TEAM MEMBER

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An effective team member:

- o Is a giver.
  - o Has a positive, encouraging attitude.
  - o Is about average on the achievement scale.
  - o Is friendly.
  - o Is not jealous.
  - o Is flexible.
  - o Has needed skills.
  - o Is strong, doesn't intimidate, and won't be intimidated by others.
- 

from AMA: Effective Team  
Building

Done 12/9/86

Jm



# GROUND RULES FOR FAIR FIGHTING

1. MEMBERS ARE EXPECTED TO CRITICIZE ANY COMPANY PROCEDURE THAT NEEDS TO BE IMPROVED.
2. MEMBERS ARE EXPECTED TO RESPOND IN WIN-WIN WAYS.
3. IT'S OKAY FOR PEOPLE TO HAVE PERSONALITY CLASHES AS LONG AS WORK GETS DONE.
4. MEMBERS WILL NOT LISTEN TO OR CONDONE BACK BITING, PERSONAL ATTACKS, OR OBSTACLE BUILDING.
5. RESIST CLIQUES.
6. RESOLVE PERSONAL ISSUES PRIVATELY. THE LEADER CAN MEDIATE.
7. BURY DEAD ISSUES.
8. KEEP CONFLICTS CURRENT.

*From How To Turn Your Work-Group  
into a Winning Team*  
CR.012187

*M. Lee Minor, PhD*

*1-87*

*Fred Pryor Seminars*